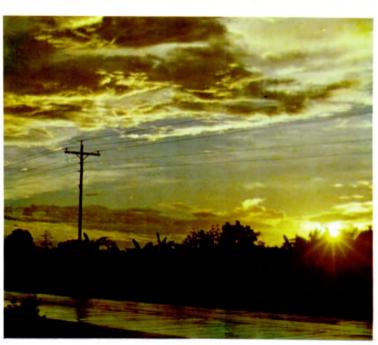
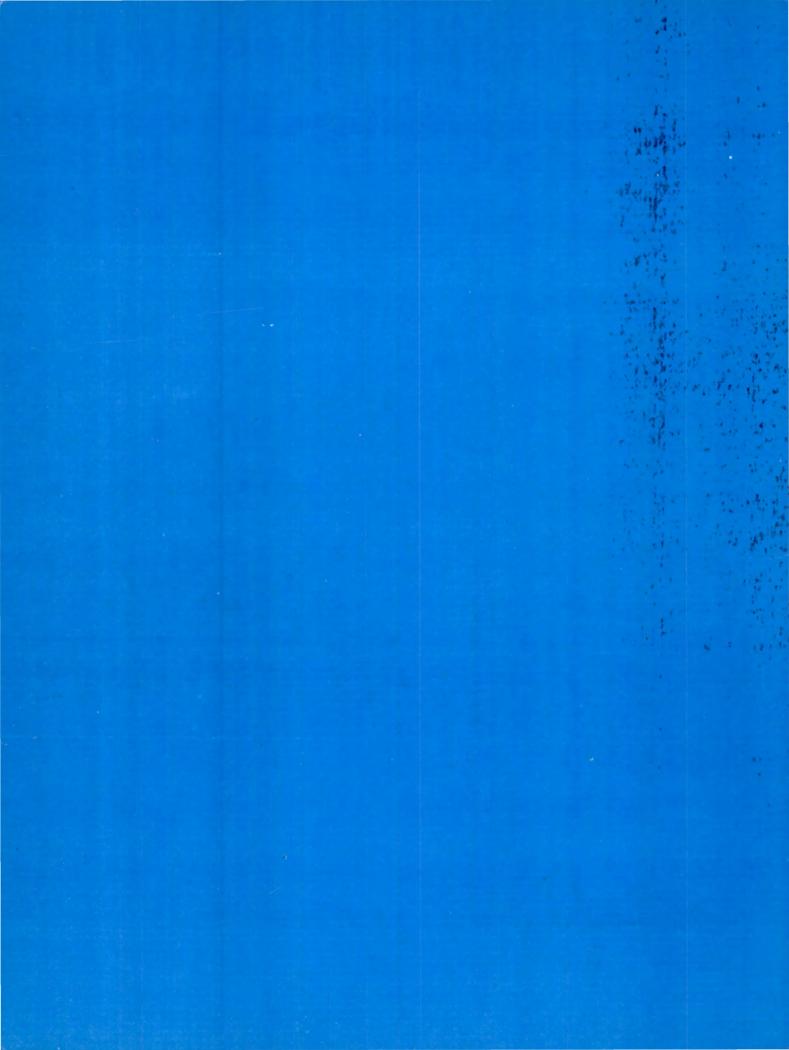
# N®A NATIONAL ELECTRIFICATION ADMINISTRATION





Annual Report 1977



# REPUBLIKA NG PILIPINAS PAMBANSANG PANGASIWAAN NG ELEKTRIPIKASYON (National Electrification Administration) Lungsod ng Quezon

His Excellency The President Republic of the Philippines Manila

Sir:

I have the honor to submit the Annual Report of the National Electrification Administration for Calendar Year 1977.

Respectfully yours,

LEONARDO G. COLOSO Acting Administrator

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# **Foreword**

The year past has been one of continued growth and expansion for the rural electrification program. Substantial gains were registered in all major phases of the agency's operations ranging from cooperative organization to system construction to multiple programs aimed at maximizing the productive use of power for income-generating activities.

Calendar Year 1977 witnessed a significant increase in the number of households actually served by NEA-assisted electric cooperatives. Total house connections rose from 465,021 in 1976 to 652,664; thus surpassing the half-million mark within the period under review.

While activities continued at an accelerated pace, a new emphasis in program implementation was pursued in response to President Marcos' call for self-reliance in energy. Mini-hydro power development came as an important feature and a major thrust in NEA's operations during the year. The mini-hydro program seeks to develop indigenous water power resources to augment rural electrification efforts and at the same time, reduce the country's dependence on oil-fired generation.

As in the preceding years, NEA special projects also thrived. In the schoolhouse electrification effort, accomplishments posted a 300% increase over that of the past year. The project was also expanded to include the installation of electric-driven water systems in schools. In the international scene, on the other hand, the NEA continued to hold training activities for electrification leaders of developing countries.

All these activities make 1977 a fruitful year. While the accelerated tempo of rural electrification was sustained, new thrusts were also developed to supplement it.



# HIGHLIGHTS

#### **ENERGIZATION**

The year under review saw the continuing increase in the number of towns and barrios electrified by NEA-assisted electric co-ops. Some 128 towns and 1,857 barangays were lighted up for a total of 541 towns and 5,736 barangays energized as of December 31, 1977. These added energizations reached 187,643 rural families.

To date, 652,664 households all over the country have received electricity from the co-ops. Considering that the average size of a Filipino family is 6 to 7 members, this means that approximately 4 million people have benefited from cooperative electrification.

## STATUS OF PHILIPPINE ELECTRIFICATION As of December 31, 1977

REGION	TOTAL HOUSEHOLDS (IN THOUSANDS)	HOUSEHOLDS ELECTRIFIED (IN THOUSANDS)	%ELECTRIFIED
LUZON	3,440	1,580	46.4
VISAYAS	1,525	200	12,9
MINDANAO	1,320	198	15,2
TOTAL	6,285	1,978	31,3

# STATUS OF PHILIPPINE ELECTRIFICATION As of December 31, 1977

#### A. POPULATION SERVED/NOT SERVED (000)

Population Status	Towns	Cities	Total
Served by NEA Co-ops	3345	567	3912
Served by Other Systems	3711	5540	9251
Not Served	26469	2422	28891
TOTAL	33525	8529	42054

#### B. PREMISES ELECTRIFIED/NOT ELECTRIFIED

Status	Towns	Cities
NEA Co-ops	521	20
Other Electric Systems	402	40
Without Electric Systems	549	
TOTAL	1472	60

#### C. GENERATING CAPACITY/OWNERSHIP/TYPE OF PRIME MOVER

Тур	Total		
Thermal	Hydro	Int. Com.	Megawatts
		57	57
225	725	17	967
		16	16
225	725	90	1040
1836	15		1851
234	4	712	950
2070	19	712	2801
2295	744	802	3841
	225 225 1836 234 2070	Thermal Hydro  225 725  225 725  1836 15 234 4 2070 19	57 225 725 17 16 225 725 90 1836 15 234 4 712 2070 19 712

In Panay, the 68-kilometer 69 KV line jointly built by the electric co-ops in Aklan and Capiz was energized before the year ended. The said transmission line is intended to provide reliable electricity to the provinces of Aklan and Capiz. Source of power of the 69 KV line is the generating plant of the Capiz Electric Cooperative, Inc. (CAPELCO).

During the year, five co-op power plants equipped with Pielstick generators were also energized in the provinces of Cagayan, Isabela, Leyte, Capiz, and Zamboanga City. With a combined generating capacity of about 18,000 KW, these power plants will provide the needed electric power pending completion of NPC grid systems in these areas.





Several electric co-op systems were linked up to the newly-completed NPC grids in the Bicol region, Zamboanga del Sur, and Davao del Sur. This linking up of co-op systems to NPC grids greatly helps in the reduction of co-op electric rates. All the electric co-ops in Bicol, except that in Catanduanes, are now connected to the NPC grid. On the other hand, the NPC Mindanao grid is presently serving the electric co-ops in Zamboanga del Sur, Lanao del Norte, Lanao del Sur, and Agusan del Norte.



In line with the government's goal of reducing crude oil imports and achieving self-reliance in energy, the development of the country's mini-hydro resources was initiated.

For this purpose, an inter-agency task group was created. It is composed of representatives from the following offices: National Water Resources Council, National Power Corporation, National Irrigation Administration, Local Water Utilities Administration, and National Electrification Administration. The task group is charged with the development and establishment of generating plants, 5 MW or less, powered by natural water resources like rivers, streams, and waterfalls or irrigation canals.

While negotiations for assistance started with several Asian and European countries, the first concrete step in the launching of this

program was the signing of an agreement for the importation of three units of mini-hydro stations from the People's Republic of China. Signing the agreement were the NEA and the Philippine International Trading Corporation, a government-owned corporation which will undertake the importation for NEA.

During 1977, a mini-hydro plant was also reactivated and made operational in Sudipen, La Union. The 200-KW Amburayan hydroelectric plant provides electric service to an initial 200 rural households as well as irrigation systems of nearby fields.

The country's mini-hydro potential is estimated to be around 500,000 KW which can provide electricity to two million households or 40% of the country's rural population.

#### CAGAYAN VALLEY ELECTRIFICATION

During the year under review, financing for electrification of the Cagayan Valley Region was gained with a \$32 million appropriation from the \$93 million loan extended by Japan's Overseas Economic Cooperation Fund (OECF) to the Philippine government.

The rural electrification loan is in line with Presidential Decree No. 1189 implementing the Cagayan Integrated Agricultural Development Project. This provides for the immediate development of Cagayan Valley to be undertaken by eight major implementing agencies.

The Cagayan Valley electrification project involves the construction of transmission and distribution line networks and substations to service 104 municipalities in the provinces of Cagayan, Isabela, Quirino, Nueva Vizcaya, Ifugao, and Kalinga-Apayao.

Repayment period for OECF loans to the Philippine government is from 20 to 25 years, with a seven-year grace period and interest rates ranging from 3.25% to 3.5% per annum.

#### ORGANIZATION OF ELECTRIC CO-OPS

As of the end of 1977, the NEA has organized and registered a total of 100 electric cooperatives in 71 provinces of the country. The accomplishment is made more significant by the fact that NEA's immediate objective is to establish an electric cooperative in every province by 1977. To date, only the province of Batanes remains to be covered by the program.

Three more electric co-ops, including one in the province of Romblon, were actually organized in December 1977 but were not formally registered and incorporated during the year.





#### DEPARTMENT OF ENERGY

On October 6, 1977, President Ferdinand E. Marcos signed Presidential Decree No. 1206 creating the Department of Energy to formulate and implement the government's policies and plans on energy resources development. The decree attached the NEA to the department for the purpose of policy coordination and integration with sectoral programs. As provided for in the decree, the Department Secretary, to which position Geronimo Z. Velasco was later appointed, becomes exofficio Chairman of the NEA Board of Administrators.

#### RATE REDUCTIONS

Substantial electric rate reductions were started by nine electric cooperatives during 1977. The decrease in rates ranged from 2 to 36 centavos per kilowatt-hour.

The one factor which triggered off majority of the rate reductions was availability of NPC power. Co-ops which previously operated their own generators saved on generating cost with the completion of NPC grid systems.

The nine electric co-ops which reduced their rates are in Davao del Norte, Davao del Sur, Central Pangasinan, Quezon, Sorsogon, Camarines Sur, Camarines Norte, Albay, and Nueva Ecija.

The rate reduction is in line with the government policy of providing low-cost power to the rural masses and the concept of the cooperative as a non-profit organization.



A dramatic undertaking in Naga City marked the start of a novel approach in the solving of a co-op's problems,

For 45 days during the months of July and August, Naga City became the focal point of an unprecedentedly massive electric cooperative effort. Nine electric co-ops pooled their resources together to help the Camarines Sur II Electric Cooperative, Inc. in ridding Naga City of long and frequent brown-outs.

The success of this first inter-cooperative undertaking spurred other co-ops to follow suit. Co-op task forces were formed to solve urgent power problems in Legaspi City, Tacloban City, !locos Sur, Roxas City, and Butuan City.

While electric co-ops have been helping each other for the past years, it was actually during 1977 that inter-cooperative undertakings became an institutionalized effort. With several electric co-ops assisting a particular co-op by way of materials and experienced manpower, a speedy way of solving acute problems emerged.



#### PROJECT TANGLAW

The year 1977 saw expansion and increased activity in the school electrification project. Accomplishments registered a 300% increase over that of the preceding year. From 2,077 schoolrooms energized in 1976, figures zoomed to 8,316 in 1977 for a total of 10,393 lighted schoolrooms as of December 31, 1977.

On the other hand, in a Memorandum of Agreement, the NEA together with the Department of Education and Culture, Department of Public Works, Transportation, and Communication and the Department of Health jointly agreed to harness their resources for the purpose of providing rural public schools with potable and sufficient water supply.

Aside from light, the project therefore is now designed to provide schools with powerdriven water systems; thus, it has adopted the new name TANGLAW, meaning "Toward Aggressive National Growth through Light and Water". For its first year of implementation, 1977, electric-driven water systems were installed in 53 schools.

The school electrification project aims for maximum use of school facilities through night classes. The installation of power-driven water systems enables students and teachers to have clean drinking water. Among other advantages, this helps limit the incidence of water-borne diseases such as gastro-intestinal ailments.

The lighted schools have enabled the holding of formal and non-formal courses for 60,000 students, adults, and out-of-school youth.



#### INTERNATIONAL SEMINARS





Three international training activities on rural electrification were conducted by NEA's Rural Electrification Training Office (RETO). Participants were 49 electrification officials from Bangladesh, Indonesia, and Pakistan.

The first conference-workshop was designed for program implementors from the three countries. Primary emphasis was to give them a working knowledge of the various aspects of rural electrification. The second training activity was for Bangladesh engineers and dealt mostly on the technical factors. The last activity was an observation tour to four electric co-ops by electrification officials from Indonesia.

As of December 31, 1977, five international seminars have been conducted in the country for 82 participants of 10 different countries. The training seminars are part of a series of regular training activities held to assist developing countries in the establishment of their own rural electrification program.







# **STATUS**

# IMPLEMENTATION



# STATUS OF IMPLEMENTATION OF THE NEA PROGRAM

Calendar Year 1977 marked the eighth year of implementation of the rural electrification program under the National Electrification Administration. It was also the fourth year of the NEA as a public corporation created by virtue of Presidential Decree No. 269 on August 6, 1973.

Basic operations. Several basic operations are undertaken which ensure the program's continuing capacity to produce "results" - in the form of lighted households. Feasibility studies are undertaken; co-ops are organized and registered; loan agreements are signed; architecture and engineering designs for the systems are contracted with local A&E firms; materials are procured and delivered; and finally, construction of the physical facilities is started.

In all these operations, the NEA registered significant gains. Activities were kept rolling and in the same accelerated tempo which has characterized the program during the past years.

While hastening the development of electric co-ops particularly the physical facilities, the NEA is also concerned with strengthening

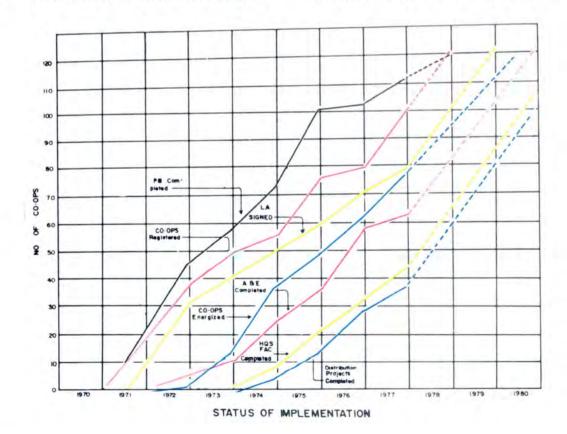
the organization as an institution. Toward this end, training activities are conducted for co-op personnel to enable them to perform effectively their duties. These training courses vary - from management to safety training and with participants ranging from linemen to board presidents. With the increased turn-out of operating co-ops, there has also emerged a need for membership education. A variety of tools is being utilized by electric co-ops to educate local folk on their rights and responsibilities as owners of the system. To date, the most effective and widely-used tool is the co-op newsletter.

Objectives. All these activities are directed towards objectives established within a definite time frame:

Long-range objective: To attain total electrification of the country by 1990 and provide electricity to all barrios by 1984.

Mid-range objective: To complete the country's "backbone system" (main distribution lines) by 1980,

Short-range objective: To establish an electric cooperative in each province by 1977.



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# Energization

	As of	CY	As of
	Dec. 76	1977	Dec. 77
No. of Co-ops Energized	63	15	78
No of Towns Energized	413	128	541
No. of Barangays Energized	3,879	1,857	5,736
No. of Houses Connected	465,021	187,643	652,664

# RANKING OF ELECTRIC COOPERATIVES BY HOUSE CONNECTIONS

co	OPERATIVE	NO. OF HSE. CONN.	СООР	ERATIVE NO	). OF HSE. CONN.
1.	Pampanga	56,032	40.	Camarines Sur I	5,182
2.	Ilocos Norte	28,025	41.	Mindoro Oriental	5.074
3.	Cavite	27,445	42.	Zamboanga Sur	4,957
4.	Bulacan I	27,265	43.	Catanduanes	4,594
5.	Bataan	26,043	44.	Davao Sur	4,541
6.	Nueva Ecija I	24,996	45.	Davao Norte	4,529
7.	Ilocos Sur	21,375	46.	Rizal I (Talim)	4,481
8.	La Union	20,156	47.	Bohol	4,185
9.	Albay	19,880	48.	Misamis Occidental I	
10.	Central Pangasinan	19,044	49.	Maguindanao	3,462
11.	Zambales	18,243	50.	Agusan Norte	3,212
12.	Benguet	18,098	51.	So. Cotabato	2,968
13.	Batangas	17,393	52.	Central Negros	2,910
14.	Tarlac	16,904	53.	Sorsogon II	2,695
15.	VRESCO	16,162	54.	San Jose City	2,620
16.	Laguna	15,246	55.	Sulu	2,610
17.	Capiz	12,500	56.	Samar II	2,572
18.	Zamboanga City	12,447	57.	PRESCO	2,473
19.	Nueva Ecija II	11,473	58.	So. Leyte	2,409
20.	Leyte I	10,406	59.	Sorsogon I	2,369
21.	Leyte II	10,134	60.	Basilan	2,268
22.	MORESCO	9,815	61.	Palawan	1,948
23.	Camarines Sur II	9,500	62.	Antique	1,877
24.	Iloilo I	8,712	63.	Mindoro Occidental	1,860
25.	Quezon I	8,520	64.	Cebu	1,810
26.	Lanao Sur	8,494	65.	Camarines Sur IV	1,728
27.	Isabela	8,261	66.	Nueva Vizcaya	1,582
28.	Lanao Norte	7,762	67.	Marinduque	1,542
29.	Rizal II	7,335	68.	Samar I	1,442
30.	Bulacan II	7,209	69.	Leyte III	1,147
31.	Camarines Norte	7,027	70.	lloilo I!	810
32.	Surigao Sur	6,783	71.	Infanta	720
33.	Abra	6,479	72.	Lubang	560
34.	Negros Oriental II	6,092	73.	Mt. Province	542
35.	Cagayan	6,040	74.	Tawi-Tawi	464
36.	Sapang Palay	5,832	75.	Alicia	395
37.	W. Pangasinan	5,784	76.	Sultan Kudarat	332
38.	Camarines Sur III	5,335	77.	Leyte IV	208
39.	Aklan	5,236	78.	Cagayan de Sulu	203

# STATUS OF ENERGIZATIONS

As of December 31, 1977

	Muni	cipalities			Barrios			se Conn	
COOPERATIVE	As of	CY 77	As of	As of	CY 77	As of	As of	CY 77	As of
REGION I	Dec. 76		Dec. 77	Dec. 76		Dec. 77	Dec. 76		Dec. 77
1. Ilocos Norte	18	2	20	203	114	317	17671	10354	28025
2. La Union	15	3	18	225	77	302	15206	4950	20156
3. Abra	12	_	12	89	17	106	5581	898	6479
4. Benguet	7	1	8	104	25	129	17148	950	18098
5. Ilocos Sur	23	3	26	35	212	247	13092	8283	21375
6. Mt. Province	1	_	1	1	1	2	499	43	542
7. W. Pangasinan	9	_	9	76	1	77	4288	1496	5784
8. C. Pangasinan	12	2	14	146	41	187	14712	4332	19044
REGION II									
9. Isabela	11	1	12	93	38	131	4341	3920	8261
10. Cagayan	8	_	8	50	10	60	2949	3091	6040
11. Nueva Vizcaya		1	1		5	5		1582	1582
REGION III				14.44					
12. Bataan	12	-	12	257	-	257	23874	2169	26043
13. Bulacan I	6	_	6	119		119	24528	2737	27265
14. Bulacan II	1 62	4	4		50	50		7209	7209
15. Nueva Ecija I	10	-	10	84	24	108	21587	3409	24996
16. Nueva Ecija II	9	1	10	26	4	30	9971	1502	11473
17. Pampanga	16	2	18	353	45	398	45925 15887	10107 2356	56032 18243
18. Zambales	13	7	13	99	71 47	170 151	12276	4628	16904
19. Tarlac	/	/	14	104	4/	151	122/6	4028	10904
REGION IV	10		10	73	25	98	13061	4332	17393
20. Batangas 21. Cavite	10		6	58	25	58	25427	2018	27445
	11	_	11	38	55	93	13722	1524	15246
22. Laguna 23. Marinduque	3		3	24	_	24	1522	20	1542
24. Mindoro Occ.	1	2	3	4	11	15	1071	789	1860
25. Mindoro Or.	4	2	6	78	12	90	4601	473	5074
26. Palawan	1	_	1	5	3	8	1584	364	1948
27. Rizal I (Talim)	1	_	1	37	_	37	3751	730	4481
28. Rizal II		5	5		41	41		7335	7335
29. Quezon I	9	2	11	41	59	100	3988	4532	8520
REGION V									
30. Albay	12	2	14	110	6	116	12202	7678	19880
31. Camarines Sur I	12	1	10	68	29	97	3277	1905	5182
32. Camarines Sur II		8	8	a ·				9500	9500
33. Camarines Sur III	1	5	5 5		66	66		5335	5335
34. Camarines Sur IV		8 5 5			17	17		1728	1728
35. Camarines Norte	8	2	10	3	18	21	5925	1102	7027
36. Catanduanes	8 5 2	-	5	37	26	63	3721	873	4594
37. Sorsogon I	2	5	7	5	81	86	1408	961	2369
38. Sorsogon II		1	1		5	5		2695	2695

# STATUS OF ENERGIZATIONS

As of December 31, 1977

	Muni	cipalities		Barrios			House Connections		
COOPERATIVE	As of Dec. 76	CY 77	As of Dec. 77	As of Dec. 76	CY 77	As of Dec. 77	As of Dec. 76	CY 77	As of Dec. 77
REGION VI 39. Aklan 40. Antique	10	1 8	11 8	37	14 78	51 78	4162	1074 1877	5236 1877
41. Capiz 42. Iloilo I 43. Iloilo II	10 10	4 5 4	14 15 4	98 101	40 60 2	138 161 2	6416 6057	6084 2655 810	12500 8712 810
44. VRESCO 45. C. Negros	5	1	5 2	43	4	43	15256 2278	906 632	16162 2910
REGION VII 46. Negros Or. II 47. Bohol 48. Cebu	10 5	$\frac{1}{3}$	1 10 8	83 11	19 32	102 43	3299 611	6092 886 1199	6092 4185 1810
REGION VIII 49. Samar I 50. Samar II 51. Leyte I 52. Leyte II 53. Leyte III 54. Leyte IV	1 1 13 3 2	- - - 1 1 2	1 12 3 3 1 6	4 5 71 20	1 1 16 21 14	5 6 87 41 14	1148 2276 7434 8864 489	294 296 2972 1270 658 208 595	1442 2572 10406 10134 1147 208 2409
55. So. Leyte  REGION IX  56. Sulu  57. Zambo. City  58. Alicia  59. Cagayan de Sulu  60. Tawi-Tawi  61. Basilan  62. Zambo. Sur	1 1 1 1 1 3	2 - - - - - 8	3 1 1 1 1 3 8	4 25 3 1 5	13 5 4 5 5 11 64	17 30 7 6 10 13 64	1026 10880 250 107 160 1836	1584 1567 145 96 304 432 4957	2610 12447 395 203 464 2268 4957
REGION X 63. MORESCO 64. Misamis Occ. II 65. Agusan Norte	10	_ 2 2	10 2 2	114	5 14 9	119 14 9	8659	1156 3900 3212	9815 3900 3212
REGION XI 66. Davao Norte 67. Davao Sur 68. Surigao Sur 69. So. Cotabato 70. Sultan Kudarat	4 4 2	3 5 —	7 9 2 1 1	46 4 13	35 24 — 2	81 28 13 2	3393 2410 6539	1136 2131 244 2968 332	4529 4541 6783 2968 332
REGION XII 71. Lanao Norte 72. Lanao Sur 73. Maguindanao	11 21 4	1 2 4	12 23 8	85 356 28	19 39 12	104 395 40	5589 7166 1289	2173 1328 2173	7762 8494 3462
74. Sapang Palay 75. San Jose City 76. Lubang 77. PRESCO 78. Infanta	1 1 1	= -	1 1 1	16 1	8 5 15 —	.13 5 31 1	5169 2620 560 1749 720	663 — 724 —	5832 2620 560 2473 720
TOTAL	413	128	541	3879	1857	5736	465021	187643	652664

# **Loan Agreements**

	As of	CY	As of
	Dec. 76	1977	Dec. 77
Loan Agreements Signed	87	22	109
Loan Amount (₱-M)	1,127	280	1,407

# STATUS OF LOAN RELEASES

(In Thousand Pesos) As of December 1977

			LOAN RELEASES			
COOPERATIVE	APPROVED LOAN	Peso Fund Releases	E/M Releases	Total Releases	LOAN BALANCE	
1. Abra	14601	6754	7760	14514	87	
2. Ilocos Norte	28800	19189	9611	28800	_	
3. Ilocos Sur	24364	11998	9510	21508	2856	
4. La Union	22434	10130	9008	19138	3296	
5. Benguet	30000	14287	5821	20108	9892	
6. Cagayan	20360	10266	7236	17502	2858	
7. Isabela	26308	11878	8598	20476	5832	
8. Mt. Province	3888	1023	1635	2658	1230	
9. Nueva Vizcaya	11930	1882	591	2473	9457	
10. Cagayan Valley	301	301	_	301	_	
11. Bataan	19203	9521	6999	16520	2683	
12. Bulacan I	35319	10308	8378	18686	16633	
13. Bulacan II	8136	3777	882	4659	3477	
14. Pampanga	23000	16780	6220	23000	351	
15. PRESCO	267	109	158	267	-	
16. Sapang Palay	4001	1616	2385	4001	140	
17. Nueva Ecija I	32916	12097	10364	22461	10455	
18. Nueva Ecija II	19006	5488	3743	9231	9775	
19. Pangasinan	17779	8758	8872	17630	149	
20. Central Pangasinan	27895	5870	2238	8108	19787	
21. Zambales	20144	8695	7896	16591	3553	
22. Tarlac	16739	6841	3179	10020	6719	
23. Batangas	25751	8921	10984	19905	5846	
24. Cavite	20480	9734	8222	17956	2524	
25. Laguna	16000	6650	5918	12568	3432	
26. Marinduque	20447	7076	3475	10551	9896	
27. Mindoro Or.	21989	12675	6152	18827	3162	
28. Mindoro Occ.	6859	4308	2551	6859	_	
29. Palawan	8500	9771	1105	10876	(2376)	
30. Quezon	11516	9529	1987	11516	×1	
31. Rizal (Talim)	7384	5560	1406	6966	418	
32. Rizal II	11377	3997	941	4938	6439	
33. Lubang	3482	458	343	801	2681	
34. Albay	19561	10074	9487	19561		
35. Camarines Sur I	12877	7893	4984	12877	_	
36. Camarines Sur II	21981	9286	1604	10890	11091	
37. Camarines Sur III	12223	2764	1186	3950	8273	
38. Camarines Sur IV	13881	2510	2319	4829	9052	

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# STATUS OF LOAN RELEASES

(In Thousand Pesos) As of December 1977

COOPERATIVE	ADDROVED	LOAN RELEASES				
COOPERATIVE	APPROVED LOAN	Peso Fund Releases	E/M Releases	Total Releases	LOAN BALANCE	
39. Camarines Norte	11683	9561	2122	11683		
40. Catanduanes	31300	10451	6025	16476	14824	
41. Sorsogon I	14354	8150	5317	13467	887	
42. Sorsogon II	16748	2933	221	3154	13594	
43. Aklan	16755	13149	3606	16755	_	
44. Antique	25022	6492	5701	12193	12829	
45. Capiz	18771	19997	6650	26647	(7876)	
46. Iloilo I	25241	10148	10276	20424	4817	
47. Iloilo II	22890	2298	2714	5012	17878	
48. Central Negros	38230	7200	2447	9647	28583	
49. VRESCO	30920	3224	4363	7587	23333	
50. Bohol	21958	10482	7790	18272	3686	
51. Cebu	20613	6360	3710	10070	10543	
52. Negros Or. I	23765	6467	4537	11004	12761	
53. Negros Or. II	36139	6945	63	7008	29131	
54. Leyte I	28600	23265	5335	28600	20101	
55. Leyte II	24581	13747	3608	17355	7226	
56. Leyte III	14857	975	716	1691	13166	
57. Leyte IV	14250	548	163	711	13539	
58. Leyte Sur	18700	7613	5985	13598	5102	
59. Samar I	6096	2596	2667	5263	833	
60. Samar II	18898	9758	2731	12489	6409	
61. Sulu	12588	4986	1979	6965	5623	
62. Zamboanga City	34931	15211	9650	24861	10070	
33. Zamboanga del Norte	12249	3917	936	4853	7396	
64. Zamboanga del Sur	17145	7872	3129	11001		
65. Alicia	937	761	176	A STATE OF THE STA	6144	
66. Tawi-Tawi	3900			937	1000	
67. Cagayan de Sulu	991	1080	1160	2240	1660	
68. Bukidnon	18415	898	93	991	17000	
69. Lango del Norte	1 0 11 11	399	126	525	17890	
70. Lango Sur	23450 17751	8080	12465	20545	2905	
71. Misamis Occ. I		10897	6854	17751	0540	
72. Misamis Occ. II	9774	3850	3384	7234	2540	
73. Misamis Or. II	11566	1079	754	1833	9733	
4. Surigao del SSur	15680	317	234	551	15129	
	26599	7090	3941	11031	15568	
75. Agusan del Norte 76. Cotabato	14289	2405	870	3275	11014	
	20018	226	412	638	19380	
77. Cotabato-Bukidnon	480	480	-	480		
78. Cotabato Sur I	21922	2239	1350	3589	18333	
79. Cotabato Sur II	25804	108	84	192	25612	
30. Sultan Kudarat	11249	259	539	798	10451	
31. Davao del Norte	33920	14797	8501	23298	10622	
32. Davao del Sur	16554	5706	4666	10372	6182	
33. Maguindanao	20150	3196	5362	8558	11592	
84. Basilan	12157	4213	1914	6127	6030	

TOTAL 1504589 571199 339074 910273 594316 23

# Construction

	No.	of Coops	8	Amoun	t (P-M	)
	As of	CY	As of	As of	CY	As o
	Dec. 76	77 D	ec. 77	Dec. 76	77	Dec.
Construction of Headquarte	rs Facilities					
Completed	33	11	44	61	_	80
On-Going	9		3	14	-	6
Total	42	11	47	75	11	86
Construction of Transmission	on System					
Completed		2	2	-	1	1
On-Going	4	-	4	4	1	5
Total	4	2	6	4	2	6
Construction of Distribution	n System					
Completed	27	11	38	16	10	26
On-Going	19	6	25	16	8	24
Total	46	1/	63	32	18	50
Construction of Power Plan	it is a second					
Completed	18	4	23	15	18	33
On-Going	8	1	2	19		16
Total	26	4	25	34	18	49

# PHYSICAL FACILITIES COMPLETED DURING 1977

#### **Headquarters Complex**

1. 2. 3.

5. 6.

8. 9. 10.

Project	Cost (P1000)
MORESCO	600
Palawan	2334
Bulacan	1902
Marinduque	1865
	20
Oriental Mindoro	2018
Laguna	2056
Nueva Ecija I	2005
	160
Davao Sur	1555
Camarines Sur	2170
Sorsogon	2308
Lubang Island	175
Othere#	167

<sup>\*</sup>Minor force account projects, e. g., site development, landscaping, fencing.

TOTAL

#### Distribution System (Backbone)

	Project	Cost (P1000
1.	Isabela	733
2.	Aklan	1347
3.	Cebu	398
	So. Leyte	426
	Antique	618
-	Camarines Sur	544
7.	Nueva Ecija	848
8.		635
9.	Tawi-Tawi	60
10.	Camarines Sur II	120
11.	Quezon	773
	Others *	3126
	TOTAL	9628

<sup>\*</sup>Rehab. of lines, service drop installation, construction of laterals.

#### **Power Plant Projects**

	Transmission S	System		Project	Cost (P1000)
1.	Project Capiz-Aklan	Cost (P1000) 585	1.	Antique	145 18
2.	Capiz-Aklan	585	2.	Samar II	2969 280
	TOTAL	1170			30
			3.	Negros Occ. Sorsogon	540 320
			5.	Basilan	1370
				Others*	28 12619
				TOTAL	18340

19335

<sup>\*</sup>Minor projects, e.g., hauling, soil exploration and rehab of gensets.

# **Equipment & Materials**

	As Dec.	of	Received CY 1977	(\$1-M) As of Dec. 77
Equipment and Materials Received				
USAID		43	11	54
Japanese Reparations	the second	7	_	7
Excess Property		5	-	5
Others		1	_	1
Total		56	11.	67

	As of Dec. 76	CY 1977	As of Dec. 77
Delivery of Critical Materials	Dec. 10	1011	Dec. 11
Poles	141,059	85,869	226,928
Wires (km.)	48,902	18,661	67,603

# Architecture & Engineering Work

	No. of	Co-ops		Amo		P-M)
	As of	CY	As of	As of Dec. 76	CY	As of
Architecture and Engineering	Dec. 76	1977 D	ес. 11	Dec. 76	1977	Dec. 77
Completed	57	4	61	30	7	37
On-Going	11	9	20	11	9	20
Total	68	13	81	41	16	57

# Project Feasibility Studies

Feasibility Studies	As of Dec. 76	CY 1977	As of Dec. 77
Completed	103	10	113
In-Process	7	1	8
Total	110	11	121

# Co-op Newsletters

	As of Dec. 76	CY 1977	As of Dec. 77
No. of Co-ops with Newsletters	49	9	58
No. of Regional Newsletters	2	_	2

# **Training**

	As of Dec. 76	CY 1977	As of Dec. 77
Training Activities Conducted	516	264	780
No. of Participants Trained	19,378	8,775	28,153

		nber of Conducted
	1976	1977
Field Training	28	78
In-House Training	23	31
Electrical Trades	56	90
Safety Training	21	66

In addition to the training courses held for co-op and NEA personnel, the NEA has two unique programs aimed at meeting the expanding manpower needs of the electrification program as well as helping the employment situation in the country.

In coordination with the Boy Scouts of the Philippines and the Department of Education and Culture, a scout electricians' course is held in various places in the country. With this training, young scouts are given the opportunity to earn on part-time jobs as electricians in their towns. They are utilized by the co-ops on contractual basis for housewiring jobs, especially during vacation. As of December 31, 1977, the number of boy scouts trained has reached 639.

On the other hand, the National Electrical Trades Training Program (NETTP) trains out-of-school youth and unemployed adults as linemen, electricians, and plant operators. As of December 31, 1977, a total of 6,323 individuals have been trained, with 85% absorbed by electric co-ops. The NETTP is undertaken together with the National Manpower and Youth Council and National Power Corporation.

# Organization

	As of	CY	As of
	Dec. 76	1977	Dec. 77
Co-ops Registered	79	21	100

## REGISTERED ELECTRIC COOPERATIVES

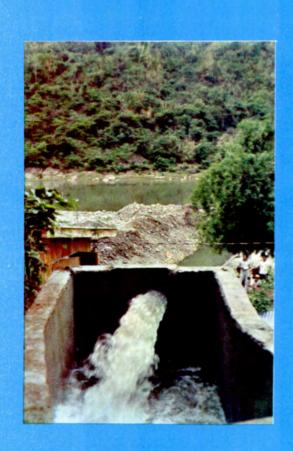
	Talim, Rizal VRESCO MORESCO Iloilo I Capiz Leyte I Ilocos Norte Surigao del Sur La Union Bohol So Leyte So Cotabato I Lanao del Sur Lubang* Sariaya Community Davao del Norte First Catanduanes Cagayan Isabela Abra Cebu Quezon Aklan Bukidnon Cotabato Lanao del Norte Batangas Negros Oriental Zambales Albay Misamis Occ. Zamboanga del Norte Zamboanga del Sur Nueva Vizcaya Western Pangasinan Camarines Sur I Antique Pampanga Sorsogon Mindoro Or. I Sulu Bulacan Marinduque Laguna	Date of Pegistration	Caranatina	2000
	o o o por unite	Date of Registration	Cooperative	Date of Registration
1.	Talim, Rizal	31 Aug 70 51.	Palawan	25 Jan 74
2.	VRESCO	1 Feb 71 52.	Zamboanga City	23 Feb 74
3.	MORESCO	1 Feb 71 53.	Samar I	27 Feb 74
4.	Capiz	10 Jun 71 54.	Mindoro Occidental	25 Mar 74
6	Levie	16 Jun /1 55.	Mt. Province	25 May 74
7	Ilocos Norte	7 Jul 71 56.	Alicia	21 Jan 75
8	Suriago del Sur	7 Jul 71 5/	Tariac	24 Jan 75
Q.	La Union	6 Aug 71 58.	I dwi- i dwi	25 Jan 75
10	Bohol	11 Aug 71 60	Central Negros	20 Feb 75
11	So Levte	27 Aug 71 61	Cacayan do Sulu	24 Feb /5
12	So Cotabato I	31 Aug 71 62	Basilan	4 Apr /5
13.	Lango del Sur	7 Sep 71 63	Daygo del Sur	1 lup 75
14.	Lubana*	8 Sep 71 64	Camarines Sur II	10 Aug 75
15.	Sgrigva Community	14 Sep 71 65	Samar II	23 Aug 75
16.	Davao del Norte	24 Sep 71 66.	Maguindango	4 Sep 75
17.	First Catanduanes	28 Oct 71 67.	Nueva Ecija II	22 Sep 75
18.	Cagayan	25 Nov 71 68.	Central Panagsinan	6 Oct 75
19.	Isabela	24 Mar 72 69.	Iloilo II	18 Oct 75
20.	Abra	28 Mar 72 70.	Camarines Norte	23 Oct 75
21.	Cebu	22 Apr 72 71.	Leyte II	26 Oct 75
22.	Quezon	24 Apr 72 72.	Leyte III	30 Oct 75
23.	Aklan	25 Apr 72 73.	Sultan Kudarat	4 Nov 75
24.	Bukidnon	13 May 72 74.	Leyte IV	7 Nov 75
25.	Cotabato	16 May 72 75.	Camarines Sur III	2 Dec 75
26.	Lanao del Norte	27 May 72 76.	Rizal II	9 Jan 76
27.	Batangas	14 Jun 72 77.	Misamis Occidental II	2 Jun 76
28.	Negros Oriental	14. Jun 72 78.	Bulacan II	28 Aug 76
29.	Zambales	30 Jun 72 79.	Moresco II	2 Oct 76
30.	Misamia Oss	9 Aug 72 80.	Agusan del Norte	12 Feb 77
32	Zamboanga dol Norto	18 Aug /2 81.	Camarines Sur IV	18 Feb //
33	Zamboanga del Sur	25 Aug 72 82.	Negros Oriental II	2 Apr //
34	Nueva Vizcava	26 Sep 72 94	Sor Cotabate II	7 Agy 77
35	Western Panagsinan	28 Sep 72 85	Kalinga-Angyao	15 May 77
36	Camarines Sur I	27 Nov 72 86	Ifuggo	16 May 77
37.	Antique	10 Dec 72 87	Quirino	7 Jul 77
38.	Pampanga	20 Dec 72 88	Bukidnon II	26 Jul 77
39.	Sorsogon	17 Jan 73 89.	Batangas II	12 Aug 77
40.	Mindoro Or. I	16 Feb 73 90.	Oriental Mindoro II	15 Aug 77
41.	Sulu	24 Feb 73 91.	Agusan del Sur	26 Aug 77
42.	Bulacan	11 Mar 73 92.	Surigao del Norte	24 Sep 77
43.	Marinduque	27 Mar 73 93.	No. Samar	3 Oct 77
		o / ipi / o	Masbato	23 Nov 77
	First Cavite	23 Jun 73 95.	Eastern Samar	9 Dec 77
	Biliran		Leyte V	21 Dec 77
	Bataan		Cebu II	28 Dec 77
	Benguet		Camiguin	28 Dec 77
	Nueva Ecija I		Siquijor	29 Dec 77
50.	Ilocos Sur	24 Jan 74 100	Davao Oriental	30 Dec 77

<sup>\*</sup>Registered with EA on its first registration.





# SPECIAL PROJECTS



# **Tanglaw**

A self-help community project, TANGLAW is designed to provide electricity to rural schools so that maximum use of facilities can be derived for evening classes, adult education, vocational courses, social activities, and improved instruction through educational television (ETV). It also aims to provide students adequate supply of potable water through the installation of power-driven school water systems.

	As of Dec. 76	CY 1977	As of Dec. 77
No. of Schools Energized	348	978	1,326
No. of Schoolrooms Energized	2,077	8,316	10,393
No. of Schools with Water Systems	_	53	53

# Irrigation

Together with the Farm Systems Development Corporation, a program to provide electric power to irrigation pumps was also instituted to help farmers increase their income. Under the program, irrigators' service associations composed of local farmers are organized to set up, manage, and operate electric-driven irrigation facilities.

	As of Dec. 76	CY 1977	As of Dec. 77
No. of Pumps Connected	373	116	489
Areas Irrigated (Ha.)	28,202	4,173	32,375

# **Barangay Water Systems**

The barangay water systems program was designed to provide rural folk with safe and adequate supply of potable water. Water service associations composed of local residents are formed to handle and manage electric-driven water systems.

	As of Dec. 76	CY 1977	As of Dec. 77
Operational Projects	3	3	6
Non-operational	-	8	8

# Small-Scale Industry

To give the rural people additional sources of income and employment opportunities, a program was started which establishes power-using small and medium-scale industries within energized co-op areas. Sufficient funding and technical assistance are extended to operating co-ops for the establishment of their own small-scale industry projects.

	As of Dec. 76	CY 1977	As of Dec. 77
No. of Projects	10	_	10
Approved Loan (P1000)	3,350	_	3,350
Amount Released (₱1000)	1,979	650	2,629

# Fishermen's Assistance Program

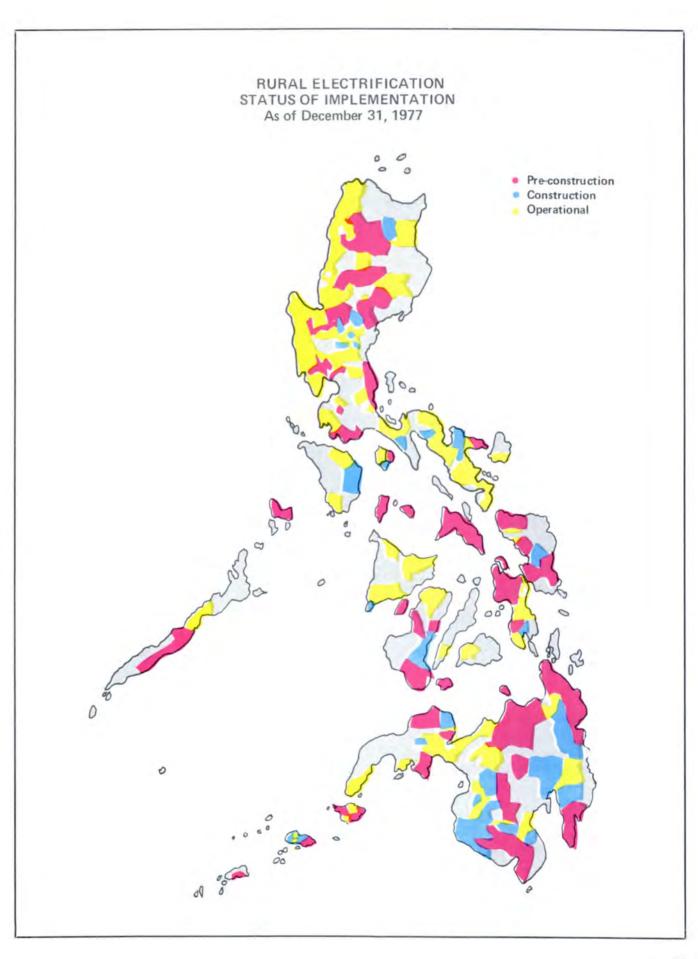
This project seeks to improve the productive capacities of small fishermen through the installation of ice and cold storage plants and fish markets to be owned and operated by fishermen's associations. Loans are provided these associations to finance the initial cost of constructing the cold storage facilities.

	As of	CY	As of
	Dec. 76	1977	Dec. 77
Loan Agreements Signed Loan Amount (P1000)	2 4,793	-	4.793

# **International Seminars**

# TRAINING ACTIVITIES CONDUCTED IN THE PHILIPPINES FOR INTERNATIONAL PARTICIPANTS

	Activities Conducted	Countries Involved	No. of Participants	Electric Co-ops Visited
l.	Conference-Study Tour on Rural Electrification: Philippine Exper- ience March 1-11, 1976	Bangladesh Papua New Bolivia Guinea India Pakistan Indonesia Thailand Jordan	20	Albay La Union Misamis Oriental Tarlac
II.	Conference-Workshop on Develop- ing a National Program on Rural Electrification Aug. 23 — Sept. 19, 1976	Bangladesh Indonesia Pakistan	11	Benguet La Union Misamis Oriental Pampanga
III.	Conference-Workshop on Initial Steps on Electric Coperative Development Jan. 16 — Feb. 28, 1977	Bangladesh Indonesia Pakistan	23	Albay Benguet Camarines Sur I Camarines Sur IV Camarines Norte Central Negros La Union Misamis Oriental Quezon VRESCO (Negros Occidental)
IV.	Seminar-Workshop on Engineering Aspects for Electric Cooperative De- velopers June 3 — July 29, 1977	Bangladesh	19	Batangas I Benguet Laguna La Union Misamis Oriental Sapang Palay Tarlac
V.	Observation Tour on Management and Operations of Electric Cooperatives Nov. 16 — 22, 1977	Indonesia	16	Batangas I Capiz Iloilo I Iloilo II



# **Financial Statements**

#### STATEMENT OF INCOME & EXPENSES

For the Calendar Year Ending December 31, 1977

#### OPERATING INCOME

Interest Income—Loans, Cooperative	₱23,157,773.50
Interest Income-Loans, Private Franchise	510,814.19
Interest Income-Loans, Municipal System	815,776.20
Miscellaneous Operating Income	723,726.96

Total Operating Income

P25,208,090.85

#### OPERATING EXPENSES

Interest on Long-Term Debts	₱ 565,385.37
Salaries, Wages & Per Diems	7,360,615.67
Transportation & Travel	1,272,536.27
Gas, Grease & Oil	519,760.71
Rent, Power & Water	1,720,376.54
Telephone, Telegram & Postage	166,672.85
Depreciation Expenses	675,916.23
Materials & Office Supplies	441,441,82
Employee Benefits	2,536,955.79
Repairs & Maintenance	160,113.21
Special Services	75,651.72
Miscellaneous Operating Expenses	1,243,060.87

Total Operating Expenses

16,738,487.05

#### NET INCOME/(LOSS) FROM OPERATION

P8,469,603.80

#### OTHER INCOME

Interest Income—DPB Savings	P 358,193.17	
Interest Income—DBP Fund Trustee	1,247,370.75	
Interest Income—DBP Saving — SPO-LP	79,076.97	
Miscellaneous Non-Operating Income	1.066.181.43	2.750.82

#### OTHER EXPENSES

Amortization of Development Costs	P1,080,704.76	
Foreign Exchange Difference	91,106.02	1,171,810.78

NET 1,579,011.54

NET INCOME/(LOSS) FOR THE PERIOD

P10,048,615.34

#### BALANCE SHEET As of December 31, 1977

#### ASSETS

CURRENT ASSETS			
Cash on Hand and on Deposit	P	11,265,664.65	
Deposit on Letters of Credit		581,524.75	
NEA/AID Trust Funds		8,234,939.54	
Working Funds		2,259,261.68	
Loans Receivable		5,859,356.63	
Accrued Interest Receivable		6,419,941.06	
Inventories		79,454,822.04	
Prepaid Expenses		296,154.86	
Other Current Receivable		5,506,508.00	
Total Current Assets			P 119,878,173.21
LONG-TERM LOANS RECEIVABLE			1,081,473,654.49
PROPERTY, PLANT & EQUIPMENT		7,977,427.51	
Less: Accumulated Depreciation		1,835,920.79	
NET			6,141,506.72
DEVELOPMENT COSTS		38,309,246.93	
Less: Accumulated Amortization		1,897,669 13	
NET			36,411,577.80
TOTAL ASSETS			P1,243,904,912.22

#### LIABILITIES AND CAPITAL

CURRENT LIABILITIES			
Interest Payable	8,558,625.80		
Accounts Payable — General	1,426,854.50		
Retentions Payable	6,309,739.44		
Other Current Liabilities	4,163,564.84		
Total Current Liabilities		P	20,458,784.58
LONG-TERM DEBTS			364,729,799.86
CAPITAL STOCK-Authorized 1M Shares		P	385,188,584.44
₱100 — par	P1,000,000,000.00		
Less: Subscribed & Unpaid Capital St			
PAID-IN CAPITAL STOCK		Р	705,555,384.54
DONATED CAPITAL			133,570,333.63
RETAINED EARNINGS			19,590,609.61
TOTAL CAPITAL			858.716.327.78

# NEA ACTUAL CASH FLOW STATEMENT (PESO FUND) Calendar Year 1977 (In Thousand Pesos)

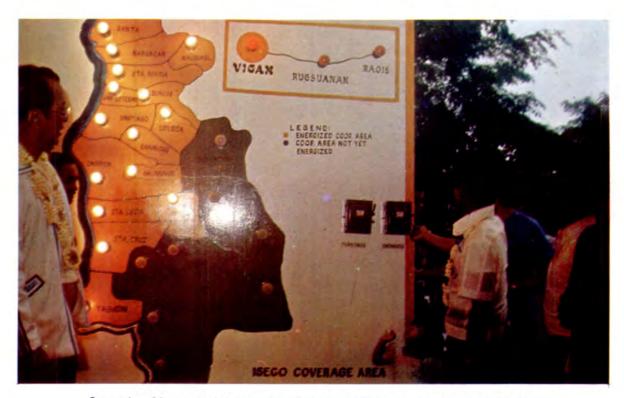
#### SOURCES

Cash on Hand and in Banks, Beg	6348
Cash in Bank - Coop Trustee	17461
Equity Payment from Government Revenue	214874
Loan Interest and Amortization	680
Interest Income - DBP Savings	366
TOTAL SOURCES	239729
USES	
Loan to Electric Coops	
Architecture and Engineering	14405
Headquarters Facilities	18708
Transmission/Distribution	23803
Power Plant	17096
Poles and Crossarms	32884
LP Construction Materials	12638
Consolidations	38483
Housewiring Funds	4600
Working Capital	9454
Transportation and Warehousing	4204
Trust Fund	4
Special Importations	1115
NEA Operations	
NEA In-House	19702
Consultants	1168
Sundries	
Fishermen's Assistance Program	202
Electric Coop Mutual Protection Fund	34
Rural Electrification Training Office	136
TANGLAW	296
Power Use	294
TOTAL USES	199222
Cash on Hand and in Banks, End	40507

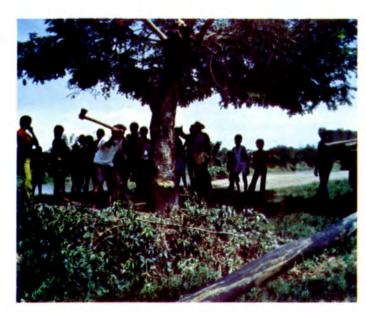
#### **RURAL ELECTRIFICATION TARGETS**

	Actual As of 77	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	TOTAL
POLES	226,644	120,571	121,594	103,928	45,617	44,264	44,946	44,946	44,946	44,946	44,946	887,348
LINES (KM)	16,483	10,961	11,054	9,448	4,147	4,024	4,086	4,086	4,086	4,086	4,068	76,547
NUMBER OF COOPERATIVES ORGANIZED	100	25										125
NUMBER OF BARRIOS ENERGIZED	5,736	3,500	4,000	4,500	4,600	4,400	4,400	2,100				33,23
NUMBER OF TOWNS AND CITIES ENERGIZED	541	280	274	250								1,34
NUMBER OF HOUSEHOLDS	652	440	358	493	567	570	183	183	183	183	183	3,99

# More of 1977-In Pictures



September 11 was the brightest day of the year 1977 as electric co-ops energized 120 barangays and 12 towns in a single day - the President's birthday. Photo shows Pres. Marcos inspecting the status of electrification in Ilocos Sur in the course of his sentimental return to the Ilocos provinces.



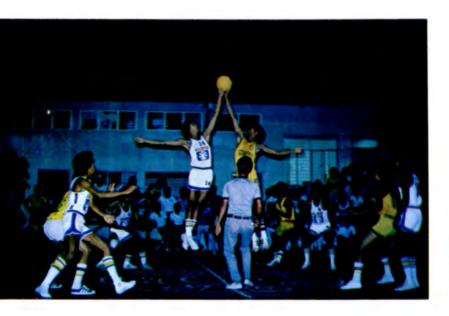
All over the country, electric co-ops reported outstanding right-of-way donations. In Quezon, Engr. Raymundo Tan had 377 of his coconut trees felled to enable the local electric co-operative to construct its distribution lines passing through his land.



Electric co-ops intensified their efforts in member education. Many co-ops initiated the practice of holding membership seminars. Prospective members are made to undergo a seminar before their applications can be approved.



WORKING HAND IN HAND, NO OBSTACLE OR ADVERSARY WOULD BE AS GREAT. A classic example of the effectiveness of inter-cooperative endeavor is Legaspi City. During Pres. Marcos' visit to that city, he ordered that the urgent power problem be solved in a month's time. The NEA and 10 electric co-ops immediately went into action and the problem was solved in 14 days of hard work and sheer determination.



The social benefits of rural electrification never cease to unfold. In the words of Pres. Marcos himself: "... in addition to the expected profit and fruits in the economic and infrastructure sides of our society, the social and political effects of rural electrification have been beyond our wildest dreams."



As the long line of electric poles is seen in more and more places in the countryside, the numerous rural folk living in darkness realize that their period of waiting and hoping will soon be over.

# **BOARD OF ADMINISTRATORS**



GERONIMO Z. VELASCO Ex-Officio Chairman



ALFREDO L. JUINIO Ex-Officio Member



CEFERINO S. CARREON

Member



JAIME C. LAYA Member



CONRADO D. DEL ROSARIO Member



LEONARDO G. COLOSO Ex-Officio Member

### **EXECUTIVE OFFICIALS**



LEONARDO G. COLOSO Acting Administrator



LEONARDO G. COLOSO Deputy Administrator for Administration and Cooperatives Development



ROBERTO F. DE OCAMPO Deputy Administrator for Finance and Franchises



CESAR S. TORRES
Deputy Administrator for
Engineering and Materials



ESTER R. AGUILUZ Corporate Auditor

#### NATIONAL ELECTRIFICATION ADMINISTRATION ORGANIZATION CHART. BOARD OF ADMINISTRATORS BOARD SECRETARIAT **ADMINISTRATOR** SPECIAL PROJECT OFFICE LOCAL PRO-CUREMENT OFFICE OF THE CORP. MANAGEMENT ASSISTANCE TASK GROUP PROGRAM CONTROL CENTER PUBLIC RELATIONS SPECIAL STUDIES STAFF RURAL ELEC. TRAINING OFFICE OFFICE ELECTRIC CO-OP MICRO HYDRO & ENERGY RESEARCH OFFICE FISHERMEN'S ASST. UTUAL PROTECTION DEP. ADMINISTRATOR FOR ADM. & CO-OP DEV. DEP. ADMINISTRATOR FOR ENG'G. & MAT'LS. DEP. ADMINISTRATOR FOR FINANCE & FRANCHISES DIRECTORATE FOR FRANCHISES & REGU-LATION OF CO-OPS DIRECTORATE FOR DIRECTORATE FOR CO-OP DIRECTORATE FOR ENGINEERING DIRECTORATE FOR FINANCE DIRECTORATE FOR POWER USE DIRECTORATE FOR EQMT. & MATERIALS ADMINISTRATION DEVELOPMENT CO-OP INFO. FEASIBILITY STUDIES LOANS SUPERVISION DIV. RATES AND EVALUA-RECEIVING & CONTROL DIV. PERSONNEL DIVISION FINANCE DIVISION TRAINING & PROG. SUPPORT DIV: A & E AND MAT'L. PROCUREMENT DIV. WAREHOUSING & SHIPPING DIV. GEN. SERVICES DIVISION CO-OP ORG. DIVISION FRANCHISING DIVISION CONTROL DIVISION CORPORATE LEGAL EXCESS PROPERTY DIVISION BORROWERS SYS. & PLANNING & RESEARCH DIV. PROJECT DEVELOPMENT DIVISION TRAINING DIVISION COUNSEL DIVISION SPECIAL OPERATIONS CORPORATE ACCTG. PROJECT IMPLEMENTA-TION GROUP **OPERATIONS DIVISION** TASK GROUP